

## **AGENDA**

### **SPECIAL MEETING COMMITTEE ON PUBLIC SAFETY AND TRAFFIC**

**August 22, 2006  
Aldermen Osborne,  
O'Neil, Shea, Roy, Long**

**6:45 PM  
Aldermanic Chambers  
City Hall (3<sup>rd</sup> Floor)**

1. Chairman Osborne calls the meeting to order.
2. The Clerk calls the roll.
3. Chairman Osborne advises that the purpose of the special meeting is to review crime prevention recommendations as enclosed.
4. Chairman Osborne advises that this being a special meeting of the Committee, no further business can be presented and a motion to adjourn would be in order.



**John A. Jaskolka**  
*Chief*

# City of Manchester Police Department

Ralph Miller Public Safety Center  
351 Chestnut Street  
Manchester, New Hampshire 03101-2294  
(603) 668-8711 Business Phone  
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**Commission**  
Calvin T. Cramer  
John J. Tenn  
Nory Marquez  
Thomas D. Noonan  
Thomas J. Hammond  
**Deputy Chiefs**  
Richard P. O'Leary  
Glenn S. Leidemer  
Gary T. Simmons  
**Executive Secretary**  
Kim Demers

15 August 2006

Alderman Osborne, Chairman  
Public Safety and Traffic Committee  
One City Hall Plaza  
Manchester, NH 03101

Re: Analysis of Crime Prevention Recommendations

Alderman Osborne and Committee Members:

As directed by the Board of Mayor and Alderman, I offer the following analysis of the Crime Prevention Recommendations:

- Increasing our Reserve Officer compliment to 20

Reserve Officers currently work 8 hours per month and are used to serve subpoenas and juvenile petitions. Those functions help eliminate some of the administrative responsibilities full-time Officers are often tasked with. And, on occasion, if they are on-duty when an event occurs, they are used for traffic control at accidents and fire scenes.

As to what additional benefit would be derived from increasing the compliment, there are still a number of unanswered questions surrounding the circumstances in which they could be used to replace full-time Officers. That said, we support the concept and while I am confident that the mechanics can be worked out, contractual issues need to be resolved.

- Increasing community involvement in policing

Our department is constantly working to foster better relationships with the community. We believe that a stronger partnership with the community will lead to improvements and enhance the quality of life in the neighborhoods, and will also aid in the prevention of crime.

A NATIONALLY ACCREDITED LAW ENFORCEMENT AGENCY



We currently have 12 neighborhood watch programs, with 3 more on the horizon.

- Increasing the High Visibility/High Intensity Patrols in 'hotspots'

This multi-agency initiative has already begun and we fully expect the program to be very successful.

- Increasing the Department's compliment of Officers to 225 by adding 10 new Officers in the next 2 years.

We strongly support this recommendation. The most recent FBI Uniformed Crime Report reflects that the national average of Officers per 1,000 people is 2.3. That translates to 253 for the City of Manchester. Our current compliment stands at 215.

Currently the biggest need is for uniform patrol officers and that is where a significant portion of our personnel are assigned, but that comes at the expense of the Detective Division. The Detectives are doing an exceptional job of investigating major crimes, but those investigations are manpower and time intensive and the byproduct is; less significant investigations are delayed.

- Reactivating the Neighborhood Enhancement Team [NET] to ensure landlords act responsibly.

The NET unit is a valuable tool in targeting health violations, fire & electrical code violations and building code violations. They also target liquor establishments looking for liquor law violations and overcrowding.

Since the August 8<sup>th</sup> BMA meeting, I have met with the City Clerk's Office and plans are underway to convene a meeting with representatives of the Fire Department, Health Department, Building Department, and the New Hampshire State Liquor Commission.

- Reinstating the School Resource Officers (SRO) into the middle schools.

We believe that this is a valuable program for our School District. From September 1<sup>st</sup>, 2005 through June 28<sup>th</sup>, 2006 the Juvenile Unit investigated 1602 cases. Of those cases, the School Resource Officers investigated 794 or 49%.

In addition to the statistical data that reflects their investigative activity, SROs foster trust and favorable relationships with the students and provide guidance and counseling. Based on those relationships and the trust that accompanies them, there are many examples of students disclosing abuse and neglect issues

that would not have come to light, as well as instances of students providing information relating to criminal acts.

SROs also identify behaviors or conditions that may harm a student. This ranges from the serious drug and sex related events to the more mundane issues of traffic patterns, parking, and monitoring school safety issues. And, all SROs are trained in school safety protocols and act as first responders to terrorist incidents and other disasters.

- Bringing back DARE via funding from the business community.

While the DARE program provides an additional educational opportunity for school children, if the monies for the program are not generated from the business community, we will not be assigning Officers to re-institute this program.

- Expanding the Weed & Seed program to the West Side.

The Weed & Seed program, funded through the United States Attorney's Office, has proved itself as an exceptional program, one that is very beneficial for the City and we strongly support securing additional grant monies to expand the program to the West Side. That said, it is our understanding that once implemented there is no mechanism to expand the geographic area of the program, but we will revisit the proposal with the United States Attorney.

- Additional (community supported) Police Substations

We just opened a new substation in the center city area, giving the city a total of 3. We also have 1 Officer assigned full-time to the S. Elm St. housing development and 1 assigned full-time to the Kelly Falls development. Each works out of an office provided by the Manchester Housing Authority.

Additional substations that are properly manned and active would provide an excellent opportunity to gain significant inroads into the neighborhoods, but to be successful there needs to be sustained involvement from the community.

- Seeking and applying for more police grants.

We strongly support this recommendation and are anxious to begin working more closely with Dennis Hebert.

- Beef up and publicize the Citizen's Police Academy.

This is addressed in the analysis of adding more community Police Substations, but it should be noted that we recently completed a CPA and another academy will begin this Spring.

- Implement Intergraph System and Compstat

We currently practice Preventative Policing which is similar to, but not the same as Compstat. In lieu of computer generated information that is at the foundation of Compstat, we rely on an exchange of information between units and personnel. That exchange takes place weekly and involves representatives of each Division and each Unit.

The Intergraph System is scheduled to go on-line no later than September 2007. When it is fully operational, the Department will begin utilizing the new technology to generate computer comparison statistics [Compstat]. This will allow us to track crimes more efficiently and will aid in developing strategies and 'best solutions' to crimes and trends.

- Conduct convenience store security audits

This project is underway and very soon the Crime Prevention Unit will be mailing letters to store owners inviting them to allow us the opportunity to conduct a security assessment of their business.

- Graffiti removal

The Highway Department oversees this valuable program. During the BMA meeting, discussion took place relative to adding personnel and/or equipment to better combat graffiti, and we support that recommendation.

Respectfully submitted,

  
Glenn Leidemer  
Deputy Chief



John A. Jaskolka  
*Chief*

# City of Manchester Police Department

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## Deputy Chiefs

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Gary T. Simmons

**Executive Secretary**  
Kim Demers

August 16, 2006

Alderman Theodore Gatsis  
CC: Committee on Traffic & Public Safety  
One City Hall Plaza  
Manchester, NH 03101

Re: Inquiries made by Alderman Gatsis regarding grant overtime and outsourcing of subpoena service.

On August 1, 2006 during the Special Meeting of the Board of Mayor and Alderman concerning crime, Alderman Gatsis made inquiry of our grant funding in relation to overtime and the perimeters associated with that funding. Additionally he requested we review outsourcing of subpoena services as well as requesting the W-2 amounts of our full-time officers.

Although Alderman Gatsis made the inquiry, the full board requested the department to provide an analysis of the suggestions and discussion at that meeting to the Committee on Traffic and Public Safety. As a result of those instructions I have included our synopsis of Alderman Gatsis request to the committee regarding subpoena outsourcing and grant overtime. Separately as a result of Alderman Gatsis request, I have provided him a copy of the W-2 amounts minus each employees name.

At present the police department has \$1,704,077.60 in outstanding grant and or funding for initiatives not covered by the budget received from the city. We have broken down the assets generally in total for each line item.

|              |                       |
|--------------|-----------------------|
| Overtime     | \$371,455.39          |
| Salaries     | \$477,874.00          |
| Benefits     | \$112,598.45          |
| Travel       | \$23,455.00           |
| Supplies     | \$6,275.00            |
| Equipment    | \$419,001.84          |
| Other        | \$293,418.00          |
| <b>TOTAL</b> | <b>\$1,704,077.60</b> |

A NATIONALLY ACCREDITED LAW ENFORCEMENT AGENCY



We also broke down the overtime amounts, as they are associated with each grant, totaling the \$371,455.39.

|                               |                     |  |
|-------------------------------|---------------------|--|
| Gang Interdiction             | \$60,000            | (\$10,000 max. per month for 6 months) |
| Street sweeper                | \$73,600            |  |
| Weed N Seed                   | \$33,348.00         |  |
| Youth Attendant               | \$43,250.00         |  |
| Justice Assistant Grant (05)  | \$38,200            |  |
| Homeland Security             | \$6,153.84          |  |
| Project Safe Neighborhood     | \$4,203.55          |  |
| Enforce Underage drinking     | \$15,075.00         |  |
| Justice Assistance Grant (06) | \$20,055.00         |  |
| Speed & Noise (city funds)    | \$50,000.00         |  |
| High Intensity funds          | \$24,570.00         |  |
| <b>TOTAL</b>                  | <b>\$371,455.00</b> |  |

Several grants pay for salaries of various positions within the department, which are listed below.

|                            |                     |
|----------------------------|---------------------|
| Grants to Encourage Arrest | \$213,382.00        |
| MHRA                       | \$75,500.00         |
| VAWA                       | \$75,000.00         |
| Weed & Seed                | \$77,886.00         |
| NH Drug Task Force         | \$36,600.00         |
| <b>TOTAL</b>               | <b>\$477,874.00</b> |

- Grants to Encourage arrest grant pays for two Dart Officers and a Victim Advocate. ( 2 yr. grant) Additionally it pays for benefits in the amount of \$75,393.00.
  - Violence against Woman Act pays for a portion of a Domestic Violence officer and advocate.
  - Weed & Seed pays for a patrol officer and a Weed & Seed coordinator.
  - Drug Task force reimburses for our participation in the statewide initiative. That money goes to revenue.
- The funding for officers under the Grants to Encourage Arrest, VAWA and Weed & Seed totals four officers. As that grant funding diminishes or is eliminated the city will have to absorb their salaries into the budget, as they are currently not funded by the city, or the positions would not be funded.

With the exception of the funded salaries listed above the funding initiatives do not allow for additions to our compliment. The overtime funding is for additional patrols and specific functions to perform the initiative of each grant goal. We have in the past and will continue our efforts to identify funding to add to our compliment, with the approval of the BMA.

In regards to the option of outsourcing our subpoena services, I have spoken briefly with Sheriff James Hardy of the Hillsborough County Sheriff's Office. Understanding that our conversation was merely a preliminary inquiry into such service, the following was provided. Hillsborough County Sheriff Office focus a majority of their subpoena service to civil writs, however do provide some service to the Bedford Police Department. Under statue they charge \$15.00 per served subpoena, \$1.00 handling fee, and for every unsuccessful attempt made charge 45 cents / mile. (Estimate on mileage amount). The Sheriff indicated that with the number subpoenas our department attempts to serve each year would require a more comprehensive analysis to associate a cost with providing this service to our agency.

However, in 2005 our agency initiated 15,870 subpoenas. 6,813 of those subpoenas were served to officers of our agency, reflecting an in house service which would not require outsourcing. The remaining 9057 subpoenas were served to individuals, primarily civilians outside the agency. Our database is not capable of breaking down that number into served, not served and attempts, however assuming all 9057 require service, at a cost of \$15.00 per subpoena the costs for outsourcing minus mileage and handling fees would be approximately \$135,855.00.

I hope you find this summary helpful. If you have further inquiry please contact me directly so I can obtain the additional information you may require.

Respectfully submitted

A handwritten signature in cursive script, appearing to read "G. Simmons", written in dark ink. The signature is fluid and stylized, with a large initial "G" and a long, sweeping tail that extends to the right.

Gary T. Simmons  
Deputy Chief - Administration





# City of Manchester

Office of the Mayor  
Hon. Frank C. Guinta

IN BOARD OF MAYOR & ALDERMEN

DATE: August 8, 2006

ON MOTION OF ALD. Osborne

SECONDED BY ALD. O'Neil

VOTED TO refer to the Committee on  
Public Safety and Traffic.

*Sh. Bernier*  
CITY CLERK

TO: Board of Aldermen  
FROM: Frank C. Guinta, Mayor  
DATE: August 8<sup>th</sup>, 2006  
SUBJECT: Further Crime Prevention Recommendations

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Last Tuesday, I called for tonight's special meeting in hopes that together, we will be able to come up with a comprehensive plan to prevent crime in Manchester.

The first three components of the plan have already been announced over the past week:

- 1) Increasing our Reserve Officer Corp to 20
- 2) Increasing Community Involvement in Policing
- 3) Increasing High Visibility/High Intensity Patrols in "Hotspots."

After much thought and discussions with various stakeholders, I have identified the following ten additional measures that I submit to you for your discussion and consideration.

- 1) A Board commitment to adding 10 new officers to the compliment in the next 2 years.
- 2) Reactivating the Neighborhood Enhancement Team (NET) to ensure landlords act responsibly.
- 3) Reinstating the School Resource Officers (SRO) into the middle schools
- 4) Bringing back DARE via funding from the business community
- 5) Expanding Weed and Seed to the West Side
- 6) Additional (community supported) Police Substations
- 7) Seeking and Applying for more police grants
- 8) Beef up and publicize Citizen's Police Academy
- 9) Implement Intergraph System and Compstat
- 10) Conduct Convenience Store Security Audits (already underway)

Of course, this is a collaborative effort, so these are my suggestions to be added to yours. I firmly believe that these measures will make a real difference in preventing crime in the city.

I look forward to a spirited and informative discussion about these and all of your ideas tonight.



# CITY OF MANCHESTER

## Board of Aldermen




August 1, 2006

In Board of Mayor and Aldermen.

### MEMORANDUM

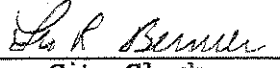
To: Board of Mayor and Aldermen

From: Alderman Lopez 

Date: July 31, 2006

Re: Increasing/Utilization of Retired Reserve Police Officers

On motion of Alderman Lopez, duly seconded by Alderman DeVries, it was voted to approve the conceptual plan increasing Reserve Police Officers to 20 and refer to the Special Meeting of the Board of Mayor and Aldermen to be held on August 8, 2006

  
City Clerk

For a number of months, I have studied the issue of more police officers. As you know, we have recently hire more police officers but that's not the whole story. Regular officers are tied up with certain jobs that take them off the street. Some of these jobs could be done by reserve officers. After studying what needs to be done, it is my opinion that having a larger reserve force could help in many areas that would keep the regular officer on the street. During this process, I have worked with both the Police Chief and Police Union to move forward with this plan.

I, therefore, respectfully request that the enclosed document be approved under new business on August 1<sup>st</sup> in order for the Chief of Police to start implementing this 20-man reserve force that will assist him to have regular officers to be on the streets by providing reserve officers when needed to supplement the force in areas such as booking, crime scene, or extra detail or using reserve officers for serving subpoenas as agreed by the union. One other area maybe reserve officers could be used would be as PCO's (Parking Control Officers) with such money coming out of the enterprise fund.

Again, I am requesting approval without it being referred to any committee in order so that the Police Chief shall be allowed to implement this plan in light of what is currently happening with crime here in the City of Manchester.

pc: John Jaskolka, Chief of Police  
Virginia Lamberton, Human Resources Director  
Officer Todd Boucher, Patrolman's Union President

**IN BOARD OF MAYOR & ALDERMEN**

**DATE:** August 8, 2006

**ON MOTION OF ALD.** Osborne

**SECONDED BY ALD.** O'Neil

refer to the Committee on  
**VOTED TO** Public Safety and Traffic.

  
CITY CLERK



# CITY OF MANCHESTER

## Board of Aldermen



July 31, 2006

The Honorable Board of Mayor  
and Aldermen  
One City Hall Plaza  
Manchester, NH 03101

Re: Increasing/Utilization of Retired Reserve Police Officers

Dear Colleagues:

First, let me say that I believe, as many members of the Board do, *that what we need is more police officers now*. The question is how we get there. The cost of police officers is a lot but I think that there is no need to wait when we can do it with little money and have police officers on short notice by increasing our reserve force.

- **Retire reserve officers are already familiar with the standard operating procedures** of the Manchester Police Department. These officers would be able to assimilate quickly into the ranks of the Police Department during an emergency situation.
- **In the event of a disaster the Police Department would have a reserve force to call on** for assistance. During an emergency it is unlikely that the New Hampshire State Police or the Hillsborough County Sheriffs Department would have extra manpower to send to us for assistance. They would likely be strapped for manpower during a disaster as well.
- **Using reserve officers for special circumstances and details** when full-time officers cannot or do not want to fill those assignments **would benefit the Police Department and the City by placing more uniformed officers on the street.** These reserve officers already have all the necessary training skills as regular full-time officers. During emergency situations they could be used strategically to replace full-time officers who would now be available to respond to calls for service. Reserve officers could be used to assist in booking during busy times instead of pulling an officer off the street.

The Honorable Board of Mayor  
and Aldermen

July 31, 2006

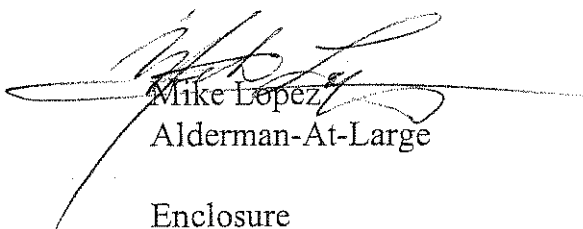
Page 2

- **A larger reserve force could help save the Police Department and the City money.** Increasing the size of the reserve force would encourage senior officers to retire. This would allow the Department to hire new officers at a much lower pay rate. Younger officers generally use less sick time and are less likely to get injured on the job. A larger reserve force would also cut down on overtime costs. Instead of ordering a full-time officer to stand by a crime scene or waiting with a prisoner at the hospital, the department could call upon a reserve officer.
- **The reserve officers could be self-funded.** The current billing rate for details encompasses monies for retirement. The reserve officers do not pay into retirement. These monies and a lower detail rate paid to the reserve officers could be put into a fund. This fund could be used to cover the expenses of required training and equipment. It could also be used to pay the reserve officer when they are assigned to assist regular officers (but not more than 8 hours per month).

These are just some of the ways the Police Department and the City could benefit from a larger reserve force. Currently, we have four reserve officers which is less than two percent (2%) of the police force. Let's increase this to a more realistic number of officers.

I recommend that the Board authorize the Chief of Police to hire up to 16 more retired reserve police officers and ask all members of the Board to support this recommendation. As you can see from the enclosed example, in time there can be a self-sufficient fund for a police reserve force. Please note that I have informed both the Chief and union of this plan.

Sincerely,



Mike Lopez  
Alderman-At-Large

Enclosure

## **RESERVE OFFICERS PLAN**

**Present System 2006 --**

**Example:**

- present system is six (6) officers positions
- two (2) have resigned
- leaving only four (4) officers left
- police operating budget for 2006 contained money for officers to work @ 8 hours/month (these officers were paid hourly rate of \$18.66
- total hours was 406.50 which = \$8,665.95 directly for the MPD budget
- reserve officers are provided with a firearm and pick up a radio when working a detail

## **EXTRA DETAIL COST PAID BY VENDOR**

At present, MPD has four (4) officers that should continue and be grandfathered in at the detail rate they have been receiving which is \$35.26.

- \$5.48 for fund x 4 hours minimum = \$21.92 x 4 officers = \$87.68 x 30 minimum events = \$2,630.40 in special fund.

### **Recommendations:**

**Special fund source for the future or additional needs.**

**Example:**

- price charged for detail officers is \$40.74 an hour
- \$32.00/hour for 16 new reserve officers
- balance \$8.74 placed into special fund

- over time special fund should reach approximately \$20,000 for the Police Chief to use at his discretion

The most important thing is to build up the fund in the event more officers would be needed at any given time in order to assist the Chief in providing safety to our citizens. In time, this would provide to be a great resource for not only the Police Department but the City as well.

Please note that the MPD vacancy monies could also be used for reserve officers to work 8 hours/month, since the MPD is budgeted at no additional cost to the taxpayers. The Chief would have 20 reserve officers when needed in case of emergency.



# CITY OF MANCHESTER

## Board of Aldermen



August 8, 2006

IN BOARD OF MAYOR & ALDERMEN

DATE: August 8, 2006

ON MOTION OF ALD. Osborne

SECONDED BY ALD. O'Neil

refer to the Committee on  
VOTED TO Public Safety and Traffic.

*John P. Beronier*  
CITY CLERK

The Honorable Board of Mayor  
and Aldermen  
One City Hall Plaza  
Manchester, NH 03101

Re: Short and Long-Term Solutions to Crime Problems

Dear Colleagues:

I would like to offer the following suggestions to the Board of Mayor and Aldermen. We all are concerned with recent crimes including but not limited to the increase in violent crimes and the use of weapons in our City. I offer the following suggestions as a way to curtail activity immediately and continue the progress in a sustainable manner.

- Increase the complement above 215. Currently, there are only 193 active on the streets; our police force growth should match our growth in population.
- Implement more two-man response cars, all street work - no paperwork.
- Increase the starting pay for certified officers coming to Manchester.
- Increase the overall pay level to recruit and retain officers.
- Nationwide search for bilingual officers, only 5 officers are Spanish-speaking.
- Implement a program to retain retiring officers for the reserve list.
- Focus on early education in schools, DARE officers, School Resource officers, and possibly other youth positions should be the responsibility of the City and not the School District. The mission of our schools is different than that of our Police Department.

- OVER -

Honorable Board of Mayor and Aldermen


August 8, 2006

Page 2

- Gun buy-back program...every weapon on the street can potentially be used for a violent crime. An average drug user may prefer cash in their pocket rather than a weapon.
- Change "Standard Operating Procedures" to reflect the priorities of a patrolman.  
(For example: end response to minor traffic accidents, if there is no bodily injury and/or less than "X" dollar amount damage to both vehicles.)
- Better use of technology...create on-line services for accident reports.
- Work with neighborhood groups to promote a close-knit community environment in high density/high crime areas.
- Pride in neighborhoods...add at least one (if not two) new Zoning Compliance officers. It is impossible for patrol officers to combat drug and gun violence while other ordinance violations go unaddressed due to lack of manpower.
- Add the Solid Waste Compliance Officer...again, the areas of high density with non-compliance with zoning and/or trash ordinances are the first strongholds for drugs and gang activity.

It is my belief that the initial taxpayer pain of implementing the above suggestions will soon be a minor inconvenience if a continuation of current high profile crimes starts to affect our tax base. The State of New Hampshire mandates an updated revaluation every five years; it will not take a large percentage downturn in high crime areas to cost the taxpayers much more than adequate preventative measures. I offer these suggestions and am willing to work with anyone in order to improve and protect our city.

Respectfully yours,



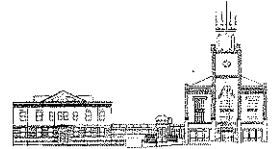
Mark E. Roy  
Alderman – Ward 1





# CITY OF MANCHESTER

## Office of the City Clerk



Leo R. Bernier  
City Clerk

Carol A. Johnson  
Deputy City Clerk

Paula L-Kang  
Deputy Clerk  
Administrative Services

Matthew Normand  
Deputy Clerk  
Licensing & Facilities

Patricia Piecuch  
Deputy Clerk  
Financial Administration

### MEMORANDUM

To: All Aldermen

From: Paula L-Kang *PLK*  
Deputy Clerk

Date: August 9, 2006

Re: Reserve Officers Information

Enclosed please find information which Alderman Lopez requested be distributed to members of the Board.

Enclosure

pc: Mayor Guinta

## RESERVE OFFICERS

### I. PURPOSE

The purpose of this directive shall be to establish guidelines for the hiring, training, equipping, utilization, and requirements concerning Reserve Officers in the City of Manchester. (CALEA 16.3.1)

### II. POLICY

It is the policy of the Manchester Police Department to maintain a specific number of Reserve Officers as approved by the Chief of Police. Reserve Officers will not replace full-time officers, but will meet the same standards and requirements of our full-time certified officers.

### III. DEFINITION

A RESERVE OFFICER is a sworn part-time, fully certified and trained law enforcement officer appointed by the Chief of Police. Selection criteria for reserve officers shall be consistent with the selection of full time officers. (CALEA 16.3.2 /16.3.3)

### IV. PROCEDURES

- A. Reserve Officers will be assigned to the Patrol Division, but may be reassigned to tasks outside the division if the need arises.
- B. Reserve Officers will not belong to certain professions, occupations, groups, or organizations that have a likely or potential conflict with the interest of the Manchester Police Department as determined by the Chief of Police.
- C. Reserve Officers will possess the same powers and authority as that of a regular full-time police Officer, and as such, will be held to the same standards, regulations, rules and policies of the Manchester Police Department

### V. DUTIES/ RESPONSIBILITIES

- A. The primary duty of the Reserve Officer is to assist and support full-time personnel in the day-to-day delivery of law enforcement services to the community of Manchester. Reserve Officers will be assigned to patrol functions to assist and supplement the full-time officers. Some of these functions include, but are not limited to serving subpoenas, working special

events, assisting in the booking area, traffic control duties, park patrol, and working extra-details.

- B. Reserve Officers will be required to make themselves available to the needs of the department, and as such may be required to work weekends, nights and holidays. Work hours will vary depending on the needs of the department with no minimum weekly work hours guaranteed. Reserve officers will be required to work a minimum of 8 hours per month exclusive from any extra details worked.
- C. Reserve Officers will be scheduled for not less than a three-hour duration per shift.
- D. Reserve Officers must honor court subpoenas arising out of their police duties with the Manchester Police Department, even if such appearance in court is in conflict with other activities or employment.
- E. Reserve Officers will only be permitted to work extra details after the detail is first made available to the full-time officers and still remains unfilled. Reserve Officers will be permitted to fill these vacant details no more than 16-hours prior to the start of the detail.
- F. The normal extra-detail rate of pay will apply to Reserve Officers working an extra-detail. However, Reserve Officers assigned to work special events will be compensated at their normal rate of pay.
- G. Reserve Officers are required to fill out and turn in a daily log outlining their activities at the end of each shift.
- H. All rules, regulations, policies, procedures, directives, and orders that are applicable to full-time officers shall also apply to Reserve Officers.

## VI. HIRING/TRAINING

- A. Reserve Officers are required to have first successfully completed the New Hampshire Police Standards and Training Council **full-time** Police Officer Training Academy, Manchester NH In-house Training Program, and the Manchester NH Police Field Training Program.
- B. As a condition of hire, the candidate must first successfully complete a pre-employment medical physical.
- C. A Reserve Officer will participate and successfully complete in-service training as required of all full-time members, to include Use-of-Force and

## Reserve Officers

firearm proficiency training. The Training Division will coordinate and schedule all required training. (CALEA 16.3.5 / 16.3.6)

### VII. UNIFORM/EQUIPMENT

- A. Reserve Officers uniform and equipment are the same as those for full-time officers performing like functions, with the exception of a rocker panel under the shoulder patch. Reserve Officers shall be issued the 500 series of badge numbers. (CALEA 16.3.4)
- B. Uniforms and equipment will not be issued to Reserve Officers. It will be the responsibility of the Reserve Officer to purchase all required uniforms/equipment. Only departmentally authorized uniforms and equipment shall be permitted for wear during work use.
- C. All Reserve Officers will be issued a departmental weapon and duty ammunition. (CALEA 16.3.4)

### VIII. LIABILITY COVERAGE/ EMPLOYMENT BENEFITS (CALEA 16.3.7)

- A. Reserve Officers will be covered with the same liability insurance protection as that of full-time officers in the City of Manchester NH.
- B. Reserve Officers will receive no employment benefits from the City of Manchester.
- C. The Reserve Officers hourly rate of pay will be based on the fixed first year patrolmen pay grade (grade 18 step 1). No annual anniversary step increases will be provided to Reserve Officers.

05/02 Approved      Accreditation Committee  
Chief of Police

REVISED 9-30-02

IN BOARD OF MAYOR & ALDERMEN

DATE: August 8, 2006

ON MOTION OF ALD. Osborne

ERIC SAWYER

SECONDED BY ALD. O'Neil

40 Wilmot Street

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Subject: Tackling Manchester's Crime Problems

Thank You for taking the time to discuss a few ideas that may be effective in curtailing some of the violent crime that has been plaguing some of Manchester's neighborhoods. As you know during the seventies I earned a portion of my graduate school education at Tulane University in New Orleans as a police officer. Although it was some time ago some of the methods that we used to quell various regional outbreaks of crime may still prove to be effective in today's climate, additionally some of them may seem heavy handed for a city like Manchester. In general both the public and the courts have given the police great latitude when they are trying to wrestle a neighborhood back from a criminal element.

**Felony Action Squads** — these were heavily armed plain cloths officers that patrolled high crime areas. There sole or primary responsibility was to respond to crimes in progress. The key to there success was response time to a crime in progress, there deployment was such that there response time was under three minutes with a typical response time of ninety to one hundred twenty seconds. They were deployed in both one man and two man cars again the key to there success was response time. As you know it is seldom that responding officers will arrive on the scene in time to observe the perpetrators still engaged in there criminal enterprise — this was not the case for felony action squad members they would often arrive on scene to find the perpetrators still engaged in there criminal act. Making these squads work requires more than fast cars and highly aggressive officers. One essential aspects planning and anticipation having preplanned responses for the majority of anticipated crime scene locations — often the preplanned rapid and aggressive response will tend to through the perpetrators off balance.

**Intelligence** — Many police department undervalue the benefits a strong intelligence unit can provide. A good intelligence unit can monitor the pulse of neighborhoods throughout the community. The old fashion cop on a beat used to now everything about everyone one his beat that used to be the extent of a departments intelligence resources. Modern intelligence units can gather information on various actors and players through out the community in numerous ways, surreptitious conversations, video surveillance, audio

surveillance, infiltration. Parties that enter into plea bargains can be subjected to intensive profession debriefing as to there activities and there associates activities a condition of there plea bargain. The practice of using agents as cellmates to engage subjects of interest can also yield a degree of useful intelligence. The standards for obtaining intelligence are considerably more liberal and contain a high degree of latitude that those for use in legal proceedings. Once an individual or an activity or series of activities is judge to be a serious risk to the community all intelligence methods and resources should be available to the intelligence case officer —, business records, federal state and local tax information, membership in professional and social organizations, pubic records, credit history, work history, military history, consumer information, telephone records and any other such information that may be useful. Collecting this much information on any individual raises serious questions of privacy so there should be a review process that periodically assesses the need to retain such information. Developing a good intelligence division requires commitment, tenacity, diligence and perseverance, nonetheless it can return huge dividends. The formation of an intelligence group at this point in time is not likely to yield useful information for the current crisis, it will however provide invaluable information in dealing with or preventing the next crisis.

**Technology** — Video camera have proven effective in both deterring criminal activity and in apprehending the perpetrators of criminal acts. Entire neighborhoods can be blanketed with video cameras sending digital wireless signals back to a central monitoring and recording location. When combined with facial recognition technology the ability to maintain surveillance on selected individuals of interest in virtually limitless.

**Mobile Reserve** — This is yet another specialty squad, usually consisting of uniformed officers that can be deployed to high crime areas or areas with a high number of calls for service, mobile reserve units are typically used by commanders or police supervisors to blanket a patrol sector experiencing a large number of calls for service.

**Auxiliary Officer Corp** — Many communities have auxiliary officer corps. Auxiliary police officer corps are commonly found in rural communities where there would be very few regular sworn officers frequently this small complement of officer would be charged with the patrol coverage of a large geographical area. Among other things these auxiliary officers in theses situations are used to provide a greater police presence. Auxiliary officers are also common in large metropolitan cities where they serve as a manpower complement to the regular force — providing a partner in many cases. Commonly when a two man car makes an arrest they separate with one officer processing the arrested individual and the other officer returning to patrol with an auxiliary officer as a partner — this procedure allows for an effective police presence on the street while one officer of the team is predisposed in processing the arrest. In many cases those who serve as auxiliary officers are individuals with a strong commitment to the communities in which they live — many are young professionals looking to serve there communities some are young lawyers looking to gain experience and insights from the other side of the tracks. In most programs the auxiliary officer attends the police academy and achieves state

certification they receive a uniform stipend but no other income and they must serve a minimum number of hours each month — commonly 60 hours/month. Most jurisdiction pair an auxiliary office with a regular office throughout there tour of duty.

**Vehicle Impoundment** — In most states the police have wide discretion in their authority to have vehicles towed and most of these authorities are subjective. Towing a vehicle sends a powerful message. Individuals who frequent a high crime area who have a reputation for mischievous activity would often find there vehicles towed. Towing a trouble maker vehicle accomplishes several things, it usually puts a crimp in any mischievous activity the trouble maker may have intended to partake or instigate, for it could take several hours to properly process an impounded vehicle. Once the vehicle is towed to an impound lot it must checked for stolen — checking the various vehicle identification numbers, chassis, engine block, frame, rear end axle etc could take some time. The towed vehicle must also be searched and inventoried and of course should the police come across contraband while searching and inventorying the vehicle then they would have an obligation to take appropriate action — if drugs are found there may even be a consideration of assets forfeiture. ( As a police officer I had a criminal situation festering in a neighborhood in my area of responsibility after having the instigators cars towed a few times the individuals moved on to cause mischief at another location. It should also be mentioned that a few of these individual were arrested for narcotics violations when narcotics was discovered in there vehicle during impoundment inspection and inventory). Simply having a reputation of towing vehicles can have a positive effect in lowering crime — individuals as less likely to engage in nefarious activity if the know their egress from the area maybe impaired.

**Total Municipal Effort** — The combined resources of the community are essential to build a synergy of effort. Although in this regard Manchester has somewhat less authority than most communities across the country nonetheless a great deal can still be accomplished with a total municipal effort. Should Manchester seriously desire to tackle some of the issues associated with absentee landlords the city should give serious consideration to requiring occupancy permits particularly for rental properties — commercial and residential. Occupancy permits would be a great help in fighting systemic neighborhood crime, particularly where absentee landlords are involved — in most communities occupancy permits can be immediately revoked if persons other than those listed on the permit occupy the premises, if more people stay over night in a permitted occupancy than the permit allows, occupancy permits can be revoked if the permitted occupancy is involved in certain types of criminal activity — narcotics distribution, illegal possession of fire arms or explosives. Occupancy permits are usually issued by a communities building department with sign offs by the health and fire departments — typically these departments retain the right to conduct periodic compliance inspections usually annually or in the event they believe there to be a life safety violation. *Violating the conditions of an occupancy permit in effect allows the city to evict the occupant.* Additionally, if an occupancy receiving Federal Section 8 housing assistance is a location of suspected criminal activity the city can initiate proceeding to have the occupants section 8 housing assistance terminated and revoked. I would submit

that a good many absentee landlords are also section 8 landlords. Further I believe if a section 8 landlord has a history of criminal activity – particularly narcotics activity in there housing a landlord can have section 8 status revoke for all there rental property.

Sincerely;

Eric Sawyer

#### Addendum For Other Readers

As many of you know I earned a good portion of my graduate education as a police officer for Tulane University in New Orleans — most of my time as a Tulane Office I walked a beat around the Tulane Medical School Complex and Charity Hospital in downtown New Orleans. In the performance of these duties I was exposed to a level of violent crime that I hope Manchester never sees the likes off. After listening to Manchester's crime problems at the Aldermanic meeting the other night I had a short talk with Deputy Chief Gary Simmon's about some steps I thought the city could take to combat the current situation and keep it from rising up again. I did not take the time to couch the suggestions in the most diplomatic of language but they are listed below and attached as a letter I sent to the Deputy. In reading these recommendation one may get the impression that I condone heavy handed tactics that is far from the case — to get these situations under control I whole heartedly endorse pushing the envelope but not tearing it.

One other note after policing a really tough neighborhood I became very hardened officer and I more or less lost touch in how to deal with the public/victims in other police situations — I specifically recall I lost my easy going attitude in crowd control situations and keeping a lid on the piece at sporting events. This is something Manchester should guard there officers against it is very important for 99% of the time officers are not dealing with violent situations-this should not be confused with letting there guard down just the opposite.

If I can be of any further assistance please do not hesitate to call me at 623-6839. There is quite a lot I could say on the matter and I have tried to make my comments as brief as possible.